

Maine Management Service

NEWSLETTER

Volume 3 – Issue 1, January 2002

The ability to attract, develop, and hold on to talented people is the single most reliable predictor of overall excellence. 1997 Fortune survey of "The World's Most Admired Companies"

MENTORS FOR MANAGERS

Good employees, quickly brought to high levels of performance, benefit everyone. It is well known that people can flourish if formally associated with someone who models certain behaviors, offers advice, and opens doors.

In its growing toolbox of professional development programs, the Maine Management Service is adding one more –a mentoring program. With a formal kick-off expected in mid-2002, MMS will begin recruiting and training mentors this spring. By June, we hoped to have matched 10 mentors with confidential managers in state government to pilot the program.

Simply put, the MMS mentoring program will formally match people who demonstrate specific leadership competencies with confidential managers who want to develop them. The manager will spend an average of five hours per month over nine months shadowing and/or meeting with his or her mentor. The mentor's role will be to actively help their mentoring partner learn how state government operates and/or help with achieving career goals. The mentor may also serve as coach, advisor, and sounding board.

When it's working, mentoring is one of the most powerful relationships for influencing human behavior (after family and couple relationships).

Mentoring is powerful, but it is not a panacea. It is most effective when complementing other development strategies. This is why the MMS Mentoring Program is limited to confidential managers in state government who have successfully completed the Maine Leadership Institute and created an individual development plan.

In the first year, mentors will be generally recruited from outside of state government (respected business leaders, former confidential managers that left state government in good standing). In subsequent years, we hope to recruit mentors from the prior year's protégés. It is important to note that protégés are not the only ones to benefit from a mentoring program, mentors find the experience valuable too!

A Steering Committee of confidential managers will oversee the mentoring program and the State Office of Training and Development will administer it. The Steering Committee will match mentors and protégés so that the maximum benefit to both can be realized.

LEARNING TO LEAD CHANGES WHO YOU ARE....

Mentoring Mission and Goals

The mission of the MMS mentoring program is to help Maine state government managers flourish by formally linking them with those who can nurture their development (draft).

Goals

- Enhance the leadership competencies of present and future Maine state government managers
- Celebrate the contributions and talents of state government's experienced managers
- Guide state government managers in achieving their career goals
- Retain high qualified and experienced state government managers
- Create a culture of learning, sharing, and networking in Maine State Government

How will Matches be Made?

Confidential managers interested in being mentored will submit a letter of application. Mentors and prospective protégés will provide information regarding their career experience, interests, and level of competencies to aid in making the most suitable matches. Based on common interests, the MMS Steering Committee will provide participating confidential managers with a short list of potential mentors to choose from. The final selection of a mentor will be up to the protégé.

Recruitment for the program will begin in April 2002. To be added to a contact list for future information, contact the Office of Training and Development at 624-7764. The number of matches will depend on the number of mentors recruited and the extent to which interests can be best matched.

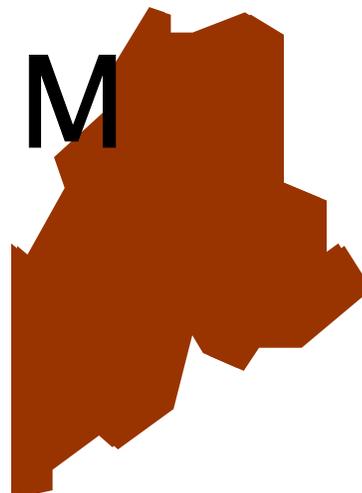
The term mentoring comes from Greek mythology. Mentor was the wise counselor and advisor to young Prince Telemachus.

Responsibilities of Participation

- ✓ Attend the MMS mentoring orientation program
- ✓ Work with a mentor for nine months at a minimum of five hours per month
- ✓ Attend organized events and activities
- ✓ Develop personal and career goals and establish benchmarks for achieving them
- ✓ Be willing to candidly discuss issues and consider advice
- ✓ Provide feedback to mentor
- ✓ Maintain confidentiality
- ✓ Respect the mentor's time and schedule
- ✓ Be willing to participate in an evaluation of the overall process at the conclusion of the mentoring period
- ✓ Be willing to pass on the gift of mentoring

Minimum Requirements

- ✓ Be a Confidential Manager
- ✓ Successful completion of the Maine Leadership Institute
- ✓ A completed individual development plan
- ✓ Supervisors approval



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What's Happening?

Liaisons facilitate MMS programs within their agencies. Each state department now has a MMS liaison to help confidential managers in their departments take advantage of MMS programs. The most prominent role that liaisons have played to date is helping confidential managers enroll in the Maine Leadership Institutes; answering questions about the assessment forms, explaining pre-work assignments, etc.. See the list below of agency liaisons.

Two Institutes scheduled for non-confidential managers. MMS has designated the March 6-8 and June 10-12 Leadership Institutes for non-confidential supervisors. If someone you know is interested in enrolling, please contact your agency liaison or call Gigi Ottman-Deeves at 624-7770.

Job Shadowing Program underway. Governor King kicked off the MMS job shadowing program in partnership with the Maine Development Foundation on January 8. Thirty-six business and state leaders will shadow each other for one day each in January and February. Even Governor King is participating. He is partnered with Chris McCormick, CEO of LL Bean. At the Blaine House orientation, participants met their partners and learned more about the logistics of the program.

Agency Briefings planned. Members of the MMS Coordinating Committee and staff from the BHR are making the rounds to each department to update them on the status and programs of the Maine Management Service. The briefings are geared for confidential managers. Contact your agency's MMS liaison for more information.

Coming Next Month!

The right person in the right place at the right time!
Succession planning in state government...

MMS Agency Liaisons

ACE Service Center: J. Harper, 7-8752

Department of Administrative and Financial Services: Kirsten Figueroa, 4-7413

Department of Agriculture: Amanda Dority, 7-7578

Department of Behavioral and Developmental Services: Christine Robinson, 7-4865

Department of Conservation: Deb Phillips, 7-4925

Department of Corrections: Denise Lord, 7-4386

Department of Defense, Veterans Services and Emergency Management: John "Bill" Libby, 6-4224

Department of Education: Judy Lucarelli, 4-6620

Department of Environmental Protection: Malcom Burson, 7-7755

Department of Human Services: Rudy Naples, 7-1921 and Shelby Rafter, 7-5373

Department of Inland Fisheries & Wildlife: Janet Silva, 7-5211

Department of Labor: Leah MacDonald, 7-3788

Department of Marine Resources: Penn Estabrook, 4-6553

Department of Professional and Financial Services: Howard Gray, 4-8572

Department of Public Safety: John Rogers, 7-3043

Public Utilities Commission: Dennis Keschl, 7-3831

Secretary of State: Barbie Redmond, 6-8401

State Planning Office: Jody Harris, 7-5424

Department of Transportation: Helen Wieczorek, 7-3551

Workers' Compensation Board: Bonnie Harris, 7-7058

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